

23 August 1966

MEMORANDUM FOR: Executive Officer to the DBS

SUBJECT: Special Report

1. I attended the American Management Association Conference on the subject, "Educational Realities," in New York City, August 16th through 19th. Unfortunately, I missed all the sessions on the third day, devoted to the "realities" of Computer Assisted Instruction, because the Agency established a higher priority for my presence in Washington. Unfortunately, because this was by far the most important segment of the Conference.

2. It is significant that a conference on educational problems was sponsored by a business oriented organization like the AMA. The second word of the subject of the Conference, Educational Realities, is also significant. This was a conference which did not indulge in theoretical concepts and sessions on methodology, but rather was rigidly restricted to the realities of: "where we are today," "how good is it?" "and what does it cost?" There was plenty of long hair let down and some of it was shorn off. Unsubstantiated or unvalidated claims for Programmed Instruction (PI), Computer Assisted Instruction (CAI), or "hardware" were given short shrift by an angry, because once-bitten, audience. We were told what had been accomplished and what the results were, what was going to be done come September 1966, and not "how nice it would be if only we could do---" For instance, typing and shorthand will be taught throughout the New York City public school system in the term beginning September 1966, much of it by automated self-instructed means. Forty per cent of the curriculum of three West Hartford, Connecticut, public schools in the past academic year was taught by CAI

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with demonstrably gratifying results. Beginning September 1966, 40 per cent of the curriculum in all schools of West Hartford will be taught by CAI.

3. From the Secretary of H. E. W. and the Commissioner of the Office of Education, on down, the word most often heard in the Conference sessions was **CHANGE**. We were told repeatedly, in different words, that today we had more to teach, to more students, with fewer qualified teachers and that therefore we could no longer afford the luxury/ineffectiveness of conventional methods of instruction. Among the 1600 Conference participants of educators, businessmen and government administrators, few were unconvinced that the days of the "Little Ol' Red Schoolhouse" were over.

4. The morning sessions of the last day were devoted to "Lobbying for Educational Realities." We were told how to organize the potentially greatest political power force in the U.S. -- education, and how to "sell" our local, state and federal political representatives on the country's need for educational innovations and the money to pay for them. Regrettably, there was no session devoted to helping the Coordinator of ISS prepare a proposal for "selling" the DDS and the Executive Director-Comptroller on the training needs of CIA!

5. I spent August 15 and 16 in the [REDACTED] at a series of meetings arranged by our [REDACTED]. The better part of a day was spent in individual meetings with [REDACTED] and other members of the firm, and I can assure you, if any assurance is needed, that we chose the right firm.

6. Earlier reports have indicated the excellent impression that [REDACTED] has made on the various OTR administrators and instructors with whom he has been working. I am now assured that he and I will have the fullest support of [REDACTED] total assets. On my previous trips to the West Coast, Ann Arbor, etc. I have commented on the reputation which [REDACTED] enjoys in the research and services field. I now am better able to understand why. Dr.

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██████ had been well briefed on our problems, and because of his eminence in the field of CAI will supplement the work Calvin ██████ will be doing in PI or PAI.

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5. The former is primarily engaged in writing Programs for PI use at Northeastern while the latter is doing research and validation studies on PI and CAI off-the-shelf programs for the Harvard faculty. The rapport established in these two meetings will be useful in the future, but little of immediate value to us emerged. ██████ probably now know as much as anyone about the state of the PI art (or lack of it) as far as foreign language programs. Our views were merely reinforced by Drs. Gilbert and Porter.

6. A Report will be submitted by 30 September as requested by the DDS, but I must warn you that it will be preliminary and tentative rather than definitive or final. We will be able to submit findings and recommendations, short of CAI, on the Language Training School. But the systems analysis of the Intelligence and Support Schools will not be completed by then and work with the Operations School will not have been begun. The feasibility study on the future use of CAI will have to wait the completion of the systems analysis of OTR.

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**Coordinator**  
**Instructional Systems Study**